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8 DEC 1966

MEMORANDUM FOR: Deputy Director for Support

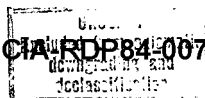
SUBJECT : Suggested material for briefing of the Director on  
accomplishments and objectives

1. This memorandum suggests topics you may want to mention in your briefing of the Director on 20 December.

2. Automatic Data Processing

- a. The attached chart showing the "Distribution of ADP dollars by major activities supported" was prepared by the Information Processing Staff, Office of Planning, Programing and Budgeting and submitted to the Director as a part of a report a month or two ago. You will note that business type applications comprise about 25% of the present and projected totals through fiscal year 1970. However, this continues to be an elusive statistic and I have not been able to get any actual hard factual data either to validate or repudiate it. The person in OPPB who prepared the figures admits to a possible 10% error either way. He is not able to provide a reconstruction of the exact elements included in these figures. I plan to pursue this further and hope to be able to produce some concrete information before 20 December but I am unable to get any hard facts in time to present them for your advance preparation. Meanwhile, commenting on these figures as they stand, you will see that about 40% of the Agency's expenditures are in support of NPIC and DDP. The remaining 60% is spent by OCS and nearly half of that is charged to business type applications or DD/S. In my opinion, this figure is suspect because the Agency owns the RCA 501 and we have no equipment rentals for anything except some of the peripheral equipment supporting it, which is relatively nominal. I understand, however, that they have lumped such things as the security index and Commo's scientific applications in with the business type applications which may tend to explain the 25%.

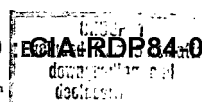
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- b. I understand that earlier estimates of our ADP burden upon OCS which have been presented to the Director have said that we represented about 50% of the work load of the Office of Computer Services. As I understand it, these were based upon machine hours of running time of the RCA 501. The 501 runs twenty-four hours a day seven days a week except for about two hours a day scheduled preventive maintenance time. In part, the 50% of OCS machine time is due to the fact that the 501 is the slowest of the computers in the OCS computing center. It is also related to the fact that the 501 systems are essentially punched cards systems which were a part of the original conversion in 1961 and which have been patched until there are patches upon patches. This situation also exists in part because of management decisions which were made and in part because of management decisions which were not made.
- c. We had originally intended to do a system study to design computer systems immediately after the original conversion was completed. In 1962 we were advised by consultants that the 501 was already saturated and new systems designed especially for computer use should be developed immediately. OCS (then the ADP staff) was requested to undertake such system studies but at that time they were concentrating upon the build up of competence to launch the CHIVE project and had no resources to use for DD/S applications. Subsequently, the RCA 501 organizational unit was transferred from the Office of the Comptroller to the Office of Computer Services. Simultaneously, the Assistant Deputy Director for Science and Technology decided to maintain the 501 systems exactly as they were until he had received the recommendations from another consultant who was employed to advise the DDS&T about how the ADP capability of the Agency should be organized. The combination of these factors prevented any action from being taken to modernize and up-date support systems progressively with the result that we are still using the first generation

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hardware. We have not had the opportunity to improve these systems to use the greater and more flexible capability of second generation equipment. We are now in the process of trying to design new systems for third generation equipment. This means that, essentially, we are starting all over again from the beginning.

- d. A task force was originally formed early in 1965 (calendar year) with part time details from several Support Offices because: existing systems were inadequate and outdated; the several Support Offices were developing new and widely varied plans for additional computer applications, many of which were found to be duplicative and overlapping; the Directors of Support Offices and their customers were dissatisfied with existing systems; audit reports had been seriously critical of existing systems and recommended modernization; and the Office of Computer Services was projecting plans for updating its equipment capability which would have required that we reprogram and redesign systems in any case.
- e. The problem was divided conventionally into men, money, and materiel and the principal objective was to develop integrated systems to the maximum extent practicable. We are proceeding on the basis of total planning and sequential implementation of applications designed in reasonable orders of magnitude over a period of the next several years.
- f. We have completed the analysis of existing systems and have developed a conceptual model design in the materiel resources sub-system. We are in the process of developing conceptual model designs in the Human and Financial Resources Systems, all of which must ultimately be integrally related if we are to be able to produce the kinds of program, planning, and budgeting information increasingly required by our modern government management techniques. We expect to begin data conversion in parts of the materiel resources system within the next several weeks. Programming for some of the sub-systems will begin before the end of the fiscal year 1967. We expect complete implementation of the Materiel Resources System domestically

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during the fourth quarter of fiscal year 1969. Implementation of the Financial and Human Resources Systems is projected for fiscal year 1970.

- g. These systems will not represent the totality of the Support Directorate requirement for use of computing equipment. Our first cut in the Human Resources area, for example, has been limited to staff employees and will be extended to include non-staff employees as we move forward. We are not attempting at this time to handle Credit Union, Insurance, and similar applications peripheral to the main business of manpower management. In the Materiel Resources area we are not attempting at this time to handle Real Estate Accountability or other more specialized interests.
- h. We are reviewing all requests for computer services critically to ensure that there is a real need to use the computing capability and that the requirement can not be effectively satisfied at less cost by some other means.

### 3. Organization

The Support Services Staff was created in August 1966 by combining Records Administration, Regulations Control, and Information Processing performed by small units previously a part of the immediate Office of the DD/S. Records Administration has eight people at Headquarters [redacted] at the Records Center (carried on the staffing complement of the [redacted]) [redacted] Regulations Control has six positions; and six positions have been dedicated to Information Processing. All of these units have a direct functional relationship. The development and implementation of new data processing and information systems will require changes in policy and procedure which will have to be reflected in the Agency Regulatory System. Conversely, changes in policy inevitably must be reflected in the manner in which our information is processed. The implementation of new systems will also require redesign and development of new forms and will have a significant impact upon our other methods and techniques of Records Administration and paper work management. The Chief, Support Services Staff has also been designated as the Information Processing Coordinator for the Support Directorate.

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### 4. Records Administration

- a. Paper work management and Records Administration is increasingly the focus of attention by the Congress and

the President. In response to a specific directive from the President we propose to conduct an Agency-wide file and paper work clean up campaign during the first three months of calendar year 1967. (A proposal for the approval of the Director is being coordinated and I hope we will be able to send it forward before you give this briefing). I hope to be able to strengthen the paper work management and records administration program during 1967 and 1968 in all of the basic elements of forms, reports, correspondence, filing systems, filing equipment, vital records and records disposition. Emphasis will be placed on the records creation phases of the program to restrict the growth of paper; particular attention will be paid to correspondence and reports management. Attempts will be made to eliminate duplication and overlapping of records particularly where manual methods have been automated and where additional copies have been created by office duplicating machines. Arrangements will be finalized with GSA for the use of storage space for inactive records at the new Federal Records Center at Suitland, Maryland; thereby avoiding the need for the expenditure of about one-half million dollars of Agency money to enlarge our Records  Center.

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- b. During 1966 and 1967 we have eliminated 72,054 cubic feet of records (the equivalent of 9,006 four drawer safes); this represents cost avoidance of \$3,860,747 in equipment, materials and space. Extensive steps in records disposition resulted in a decrease of 3% in overall records holdings in offices in 1966 compared to 1965.
- c. Avoided the purchase of \$50,634 of new filing equipment by using surplus equipment, recommending cancellation of purchase orders and requisitions.



Chief, Support Services Staff

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# **Distribution of ADP dollars by major activities supported...**

(\$ IN MILLIONS)

- Photographic Interpretation
- Clandestine Records Control
- Business-Type Applications
- Intelligence Collection & Production

